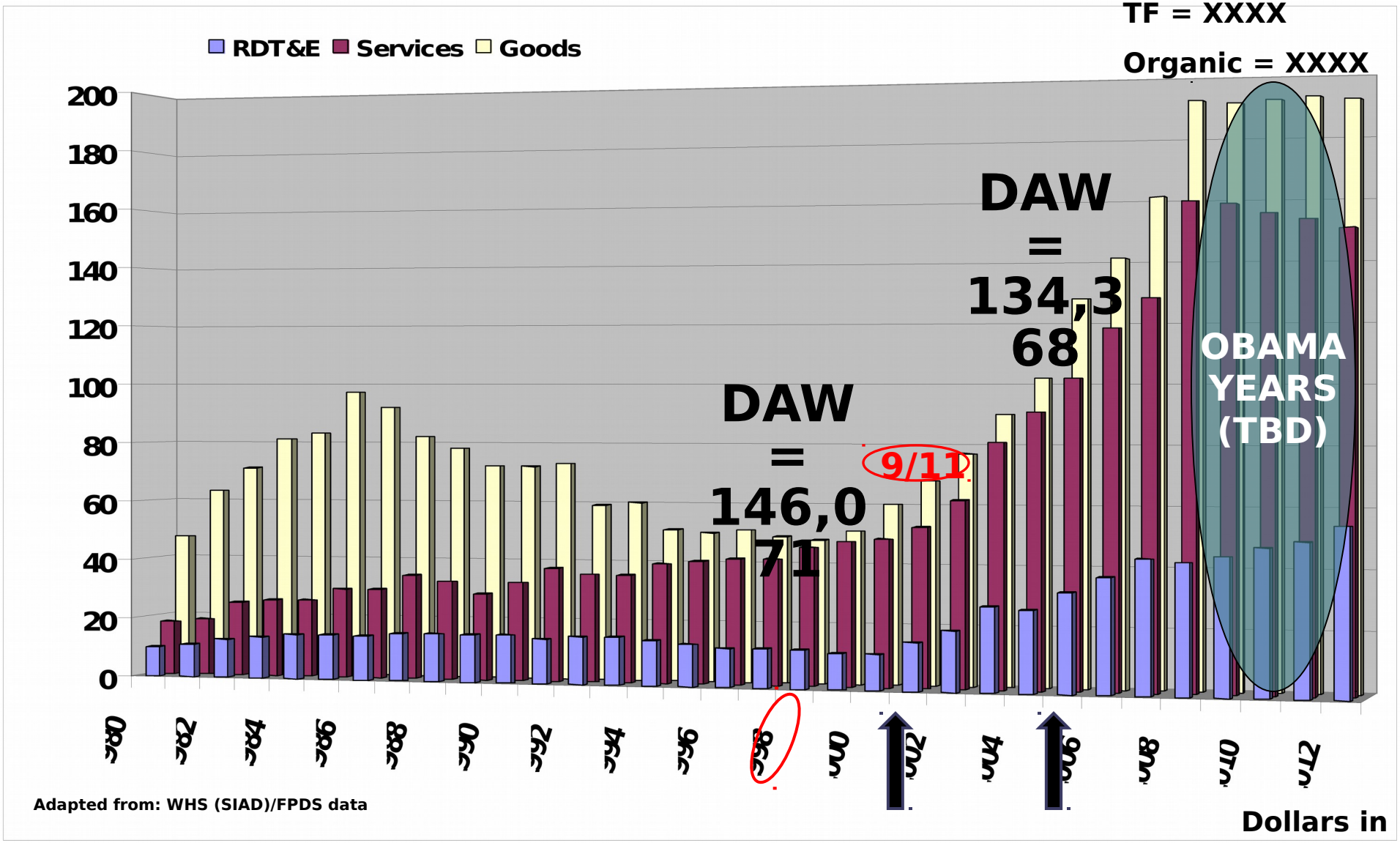
Growing the Acquisition Workforc

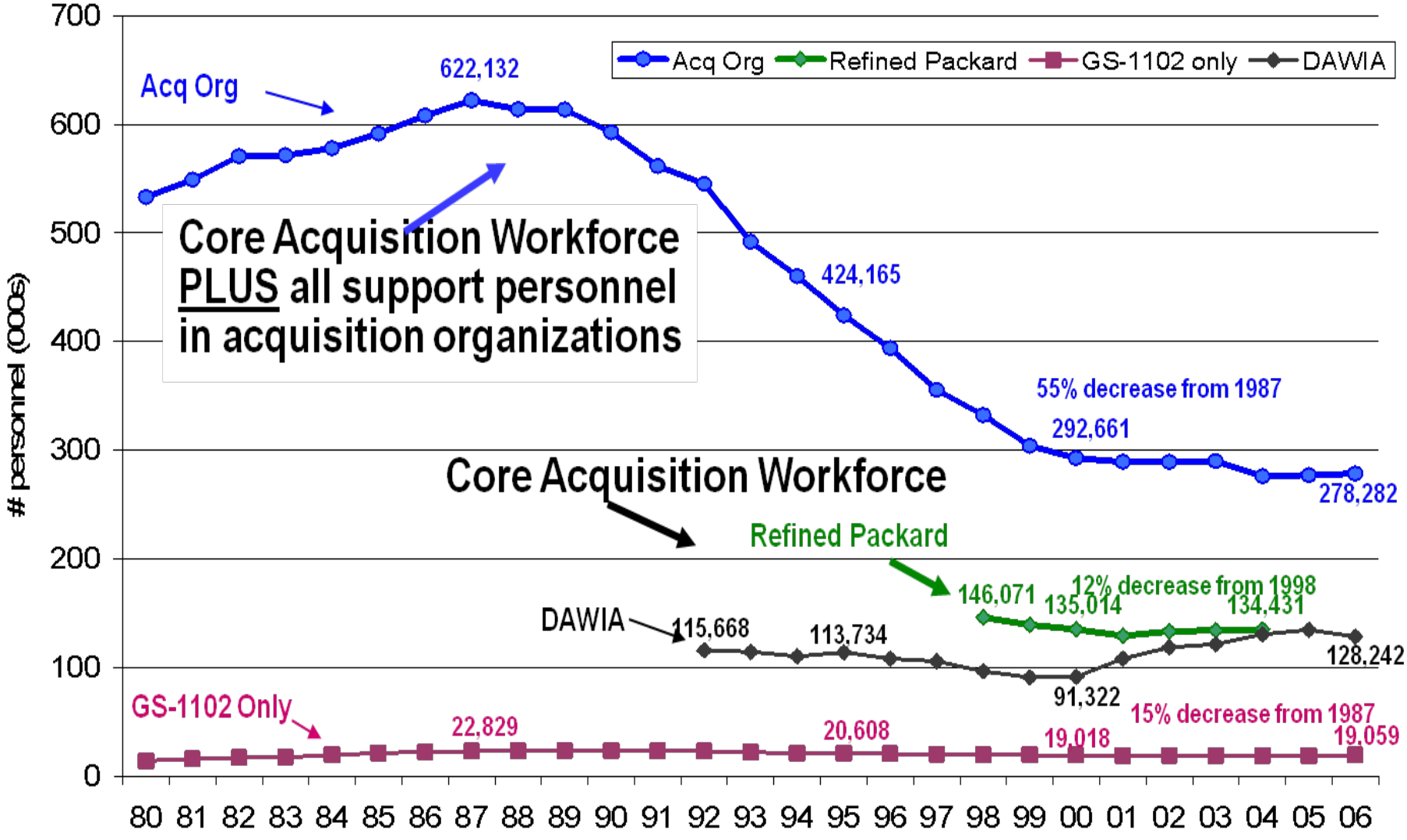
RESET

	National*		Civilian AT&L Workforce**	
Generation	Workforce (millions)	% Workforce	Workforce	% Workforce
Traditional Generation (born before 1946)	7.4	4.8%	4,978	4.5%
Baby Boomers (1946-1964)	56.7	36.5%	70,945	64.0%
Generation X (1964-1976)	41.8	26.9%	20,135	18.2%
Generation Y (1977-1989)	42.8	27.5%	14,631	13.2%
Millennium (1990 – present)	6.6	4.3%	0	0.0%

Source:
*Projected 2010 workforce size –DAU analysis using Bureau of Labor Statistics workforce participation data (Dec.2007) & US Census Bureau population data (2004) (best available data from agency web sites as of July 2008)

The Acquisition Environment




700
600
500
400
300
200
100
0
personnel (000s)
Acq Org
Refined Packard
GS-1102 only
DAWIA
622,132
Acq Org
Core Acquisition Workforce
PLUS all support personnel
in acquisition organizations
424,165
55% decrease from 1987
292,661
278,282
Core Acquisition Workforce
Refined Packard
146,071
135,014
12% decrease from 1998
134,431
DAWIA
115,668
113,734
128,242
91,322
GS-1102 Only
22,829
20,608
19,018
15% decrease from 1987
19,059
80 81 82 83 84 85 86 87 88 89 90 91 92 93 94 95 96 97 98 99 00 01 02 03 04 05 06

PRESS RELEASE

U.S. Senate Committee on Armed Services

Carl Levin, Chairman
John McCain, Ranking Member

http://armed-services.senate.gov

FOR IMMEDIATE RELEASE
February 24, 2009
Contacts:
Tara Andringa (Levin) 202-228-3685
Brooke Buchanan (McCain) 202-224-2235

Levin, McCain Introduce Legislation to Reform Weapon Systems Acquisition Process

WASHINGTON -- Senators Carl Levin (D-MI) and John McCain (R-AZ), the Chairman and Ranking Member of the Senate Armed Services Committee, today introduced the Weapon Systems Acquisition Reform Act of 2009. The bill, S.454, would address the unreasonable cost and schedule estimates, unrealistic performance expectations, immature technologies, and repeated program changes that have led to explosive cost growth and costly schedule delays on so many of our major defense acquisition programs.

GAO

Testimony
Before the Committee on Armed Services, U.S. Senate

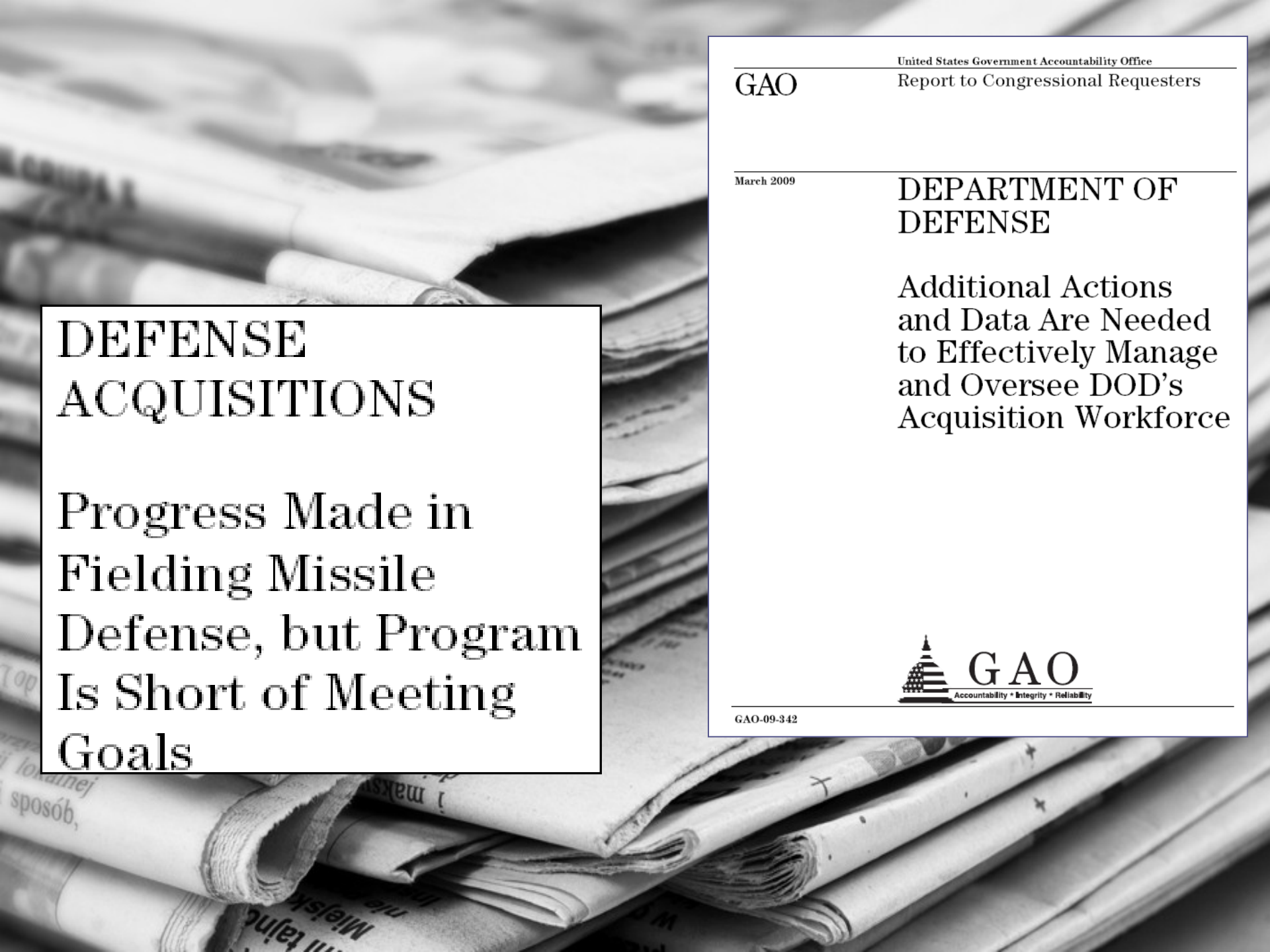
For Release on Delivery
Expected at 9:30 a.m. EDT
Tuesday, June 3, 2008

DEFENSE ACQUISITIONS

Better Weapon Program Outcomes Require Discipline, Accountability, and Fundamental Changes in the Acquisition Environment

Acquisition Outcomes

Problematic



DEFENSE ACQUISITIONS

Progress Made in Fielding Missile Defense, but Program Is Short of Meeting Goals

United States Government Accountability Office

GAO

Report to Congressional Requesters

March 2009

DEPARTMENT OF DEFENSE

Additional Actions and Data Are Needed to Effectively Manage and Oversee DOD's Acquisition Workforce

GAO

Accountability * Integrity * Reliability

GAO-09-342

A Renaissance for Government Work?

President Barack Obama's call to civil service has resonated widely, but the new administration faces the same recruiting, retention and development challenges that bedeviled its predecessors.

Source: Mark Schoeff Jr., Washington correspondent for Workforce Management, a twice-monthly

THE WHITE HOUSE
Office of the Press Secretary

For Immediate Release
March 4, 2009

Memorandum for the Heads of Executive Departments and Agencies

Subject: Government Contracting

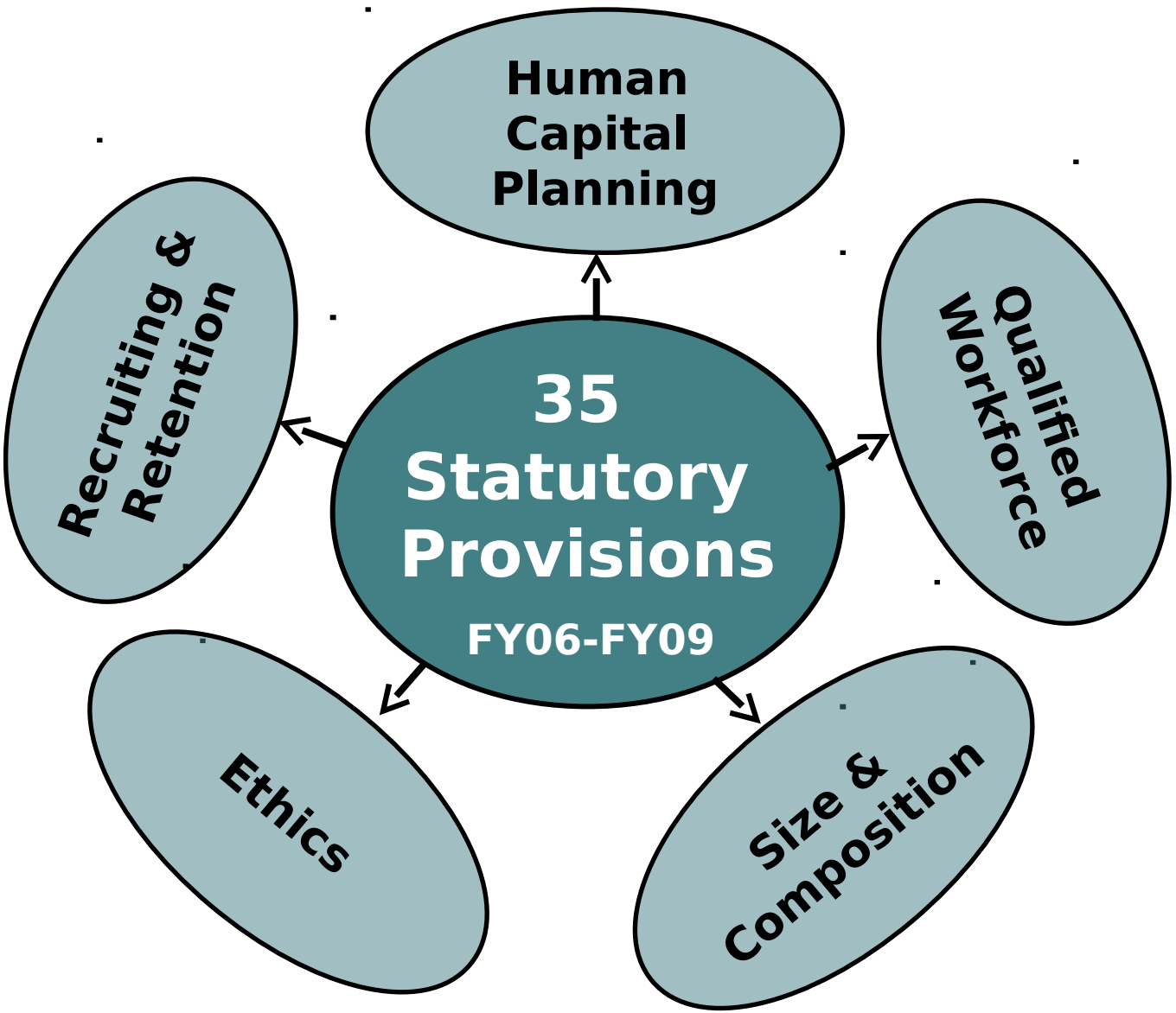
The Federal Government has an overriding obligation to American taxpayers. It should perform its functions efficiently and effectively while ensuring that its actions result in the best value for the taxpayers...

I further direct the Director of OMB, in collaboration with the aforementioned officials and councils, and with input from the public, to develop and issue by September 30, 2009, Government-wide guidance to...

(3) assist agencies in assessing the

"This is a new era of hands-on government and more active government, and Obama is bringing a lot more people into it."

John Hamre, president and CEO of the Center for Strategic and International Studies


Human Capital Planning
Recruiting & Retention
Qualified Workforce
35 Statutory Provisions
FY06-FY09
Ethics
Size & Composition

A View
From the
Hill

“We legislated a defense acquisition workforce development fund to ensure that DoD has enough skilled people to effectively manage its contracts.”

Sen. Carl Levin

goals by increasing the size of defense acquisition workforce, converting 11,000 contractors to full- time government employees, and hiring 9,000 more government acquisition professionals by 2015, beginning with 4,100 in -- in F.Y. '10."

Secretary of Defense

Leadership Vector on Defense Acquisition Workforce

April 6, 2009

"... the Department must increase the size and capability of its civilian acquisition workforce dramatically."

Acting Deputy Under Secretary of Defense
(Acquisition & Technology)

Functional Communities	ARMY	NAVY/ USMC	AIR FORCE	4th Estate	TOTAL
Auditing	0	0	0	3,638	3,638
Business, Cost Estimating, & Financial Management	3,350	1,935	1,530	270	7,085
Contracting	7,714	5,245	6,834	5,887	25,680
Information Technology	1,764	903	950	317	3,934
Life Cycle Logistics	7,134	4,355	1,727	145	13,361
Production,	1,95	2,00		4,79	

Total Force Management

Total Organic Count
125,879

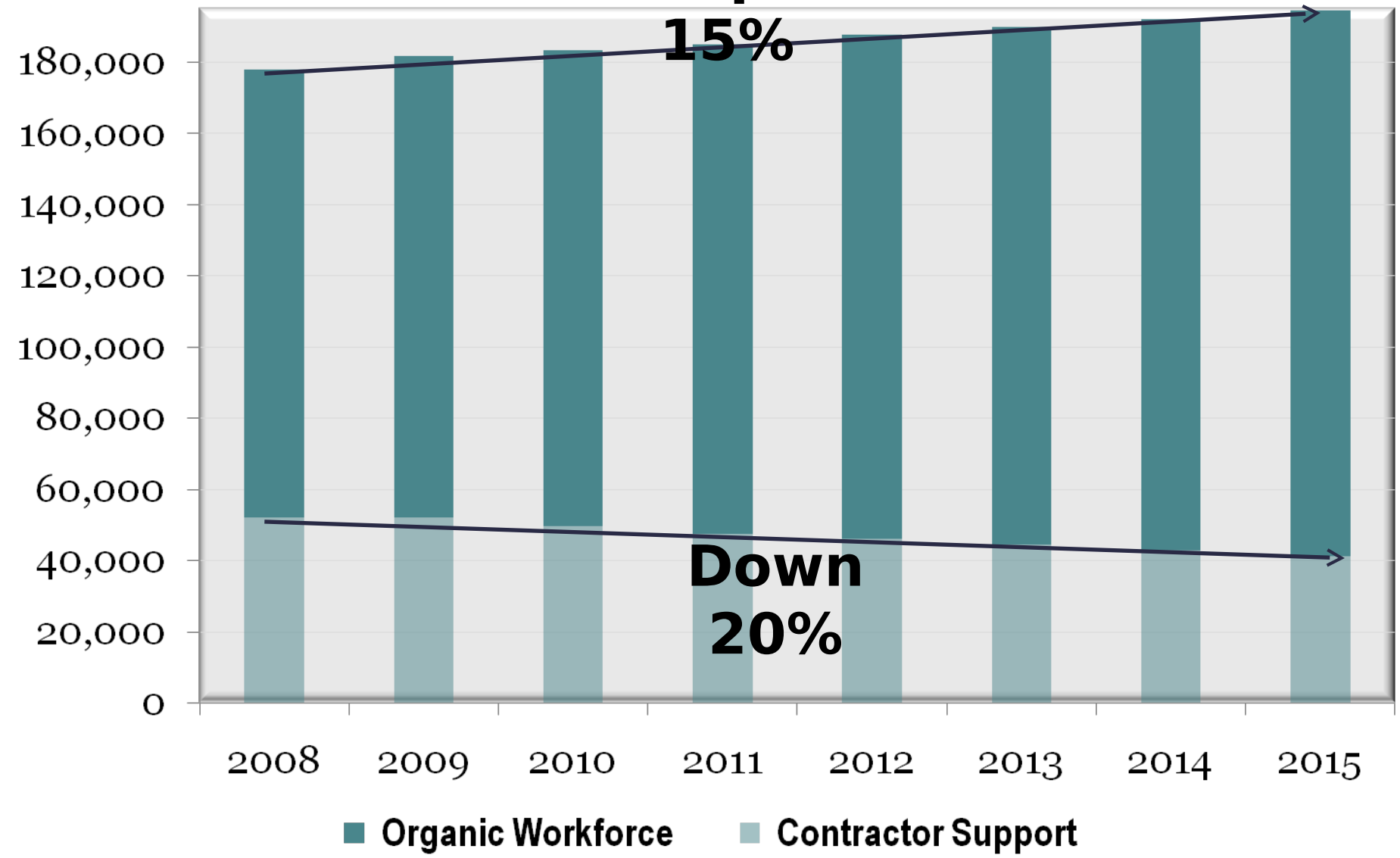
+

Contractor Support
52,171

178,050

	ARMY	NAVY	AIR FORCE	DCMA	DLA
Civilian	38,626 *From AT&L DataMart as of End of FY2008	37,871 *From TFFMS, DCPDS and USMC TIMS	16,080 *From JAT AF Baseline Brief 13 Feb 2009	8,008 *From DCMA end of year strength report	3,595 *From JAT DLA Baseline Brief 13 Feb 2009
Military	1,580 *From AT&L DataMart as of End of FY2008	4,428 *From TFFMS, DCPDS and USMC TIMS	8,762 *From JAT AF Baseline Brief 13 Feb 2009	399 *From DCMA end of year strength report ***Military counted within Service counts.**	101 *From JAT DLA Baseline Brief 13 Feb 2009 ***Military counted within Service counts.**
Contractor	20,000	15,000	17,171 *From JAT AF	-0- *From DCMA end of year strength report	No Data Provided

Rebalancing the Workforce



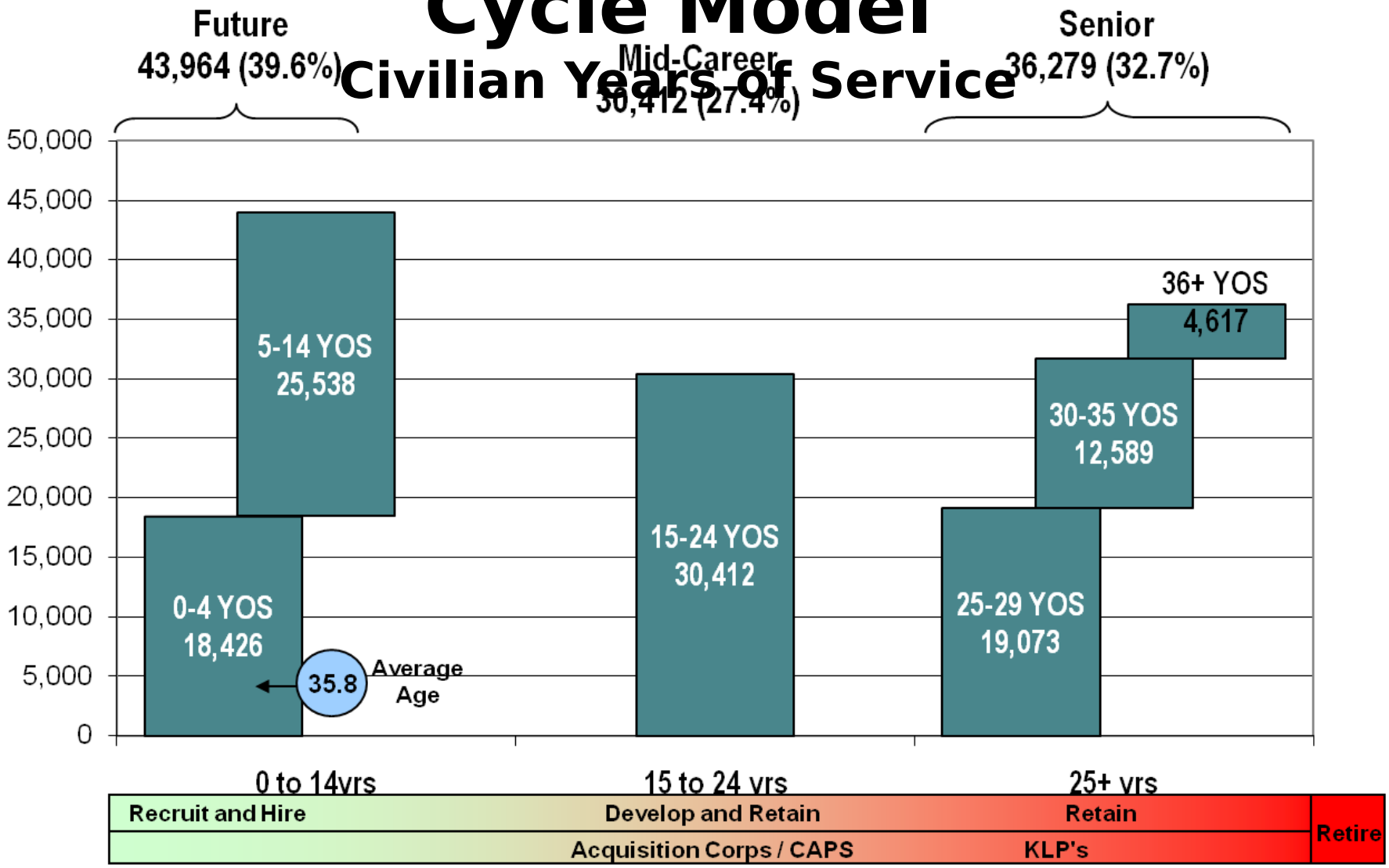
Talent Management: an integral element of

Defined Strategy to Rebalance the Acquisition Workforce

- **Organic workforce up 15%**
  - **Restored to above 1998 baseline of 146,071**
- **Contractor support down 20%**
- **Maintains and strengthens core capability of organic workforce**
- **Improves oversight of all acquisition activities**

AT&L Workforce Life-Cycle Model

Civilian Years of Service



Note: There are 279 null YOS records (110,655 + 279 null YOS records = 110,934)

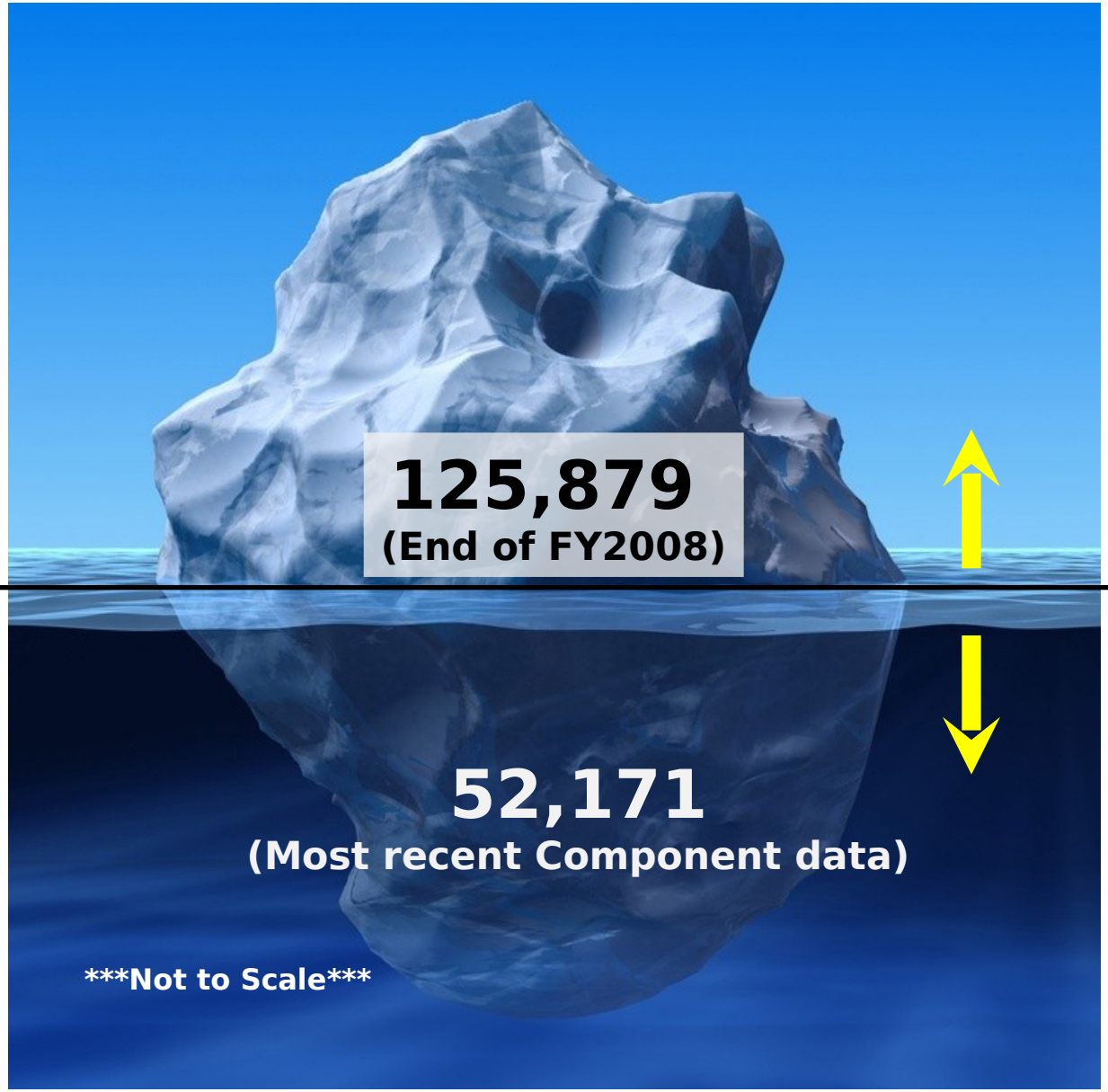
Total Force Management

“You don’t just wave a magic wand and turn 11,000 contractors into government employees.”

Source: Mark Gibson, and AFGE labor relations specialist, on the difficulties of implementing the workforce plans

Organic

Contracted Services



“I do not believe there is a silver bullet, and I do not think the system can be reformed in a short period of time. … I do believe we can make headway.”

Secretary of Defense
Robert M. Gates

FY10 Strategy

- **4,100 new hires**
  - **2,500 contractor support conversions**

FYDP Strategy

- **20,000 new hires**
  - **11,000 contractors support**

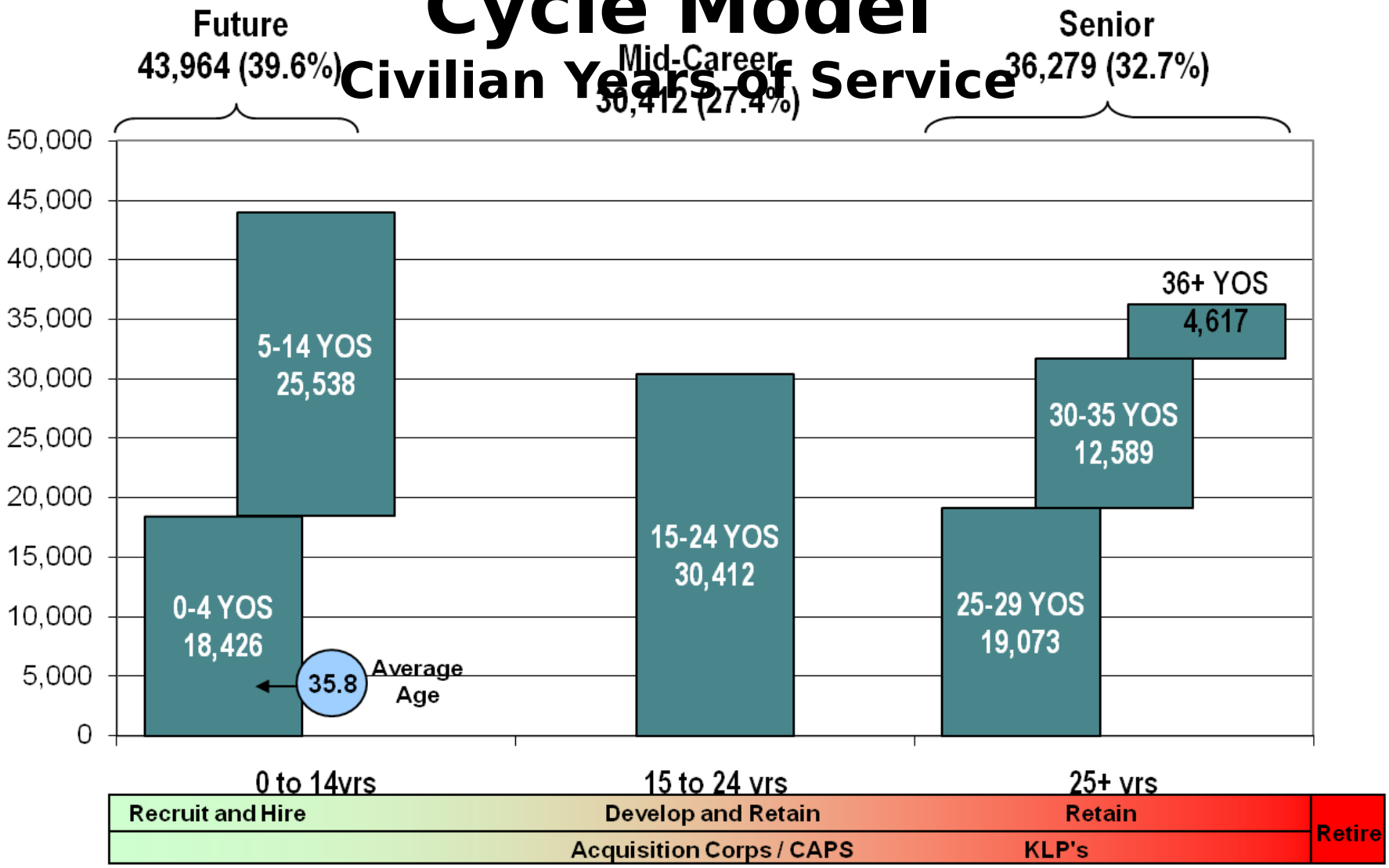
Tale
inte

“Senior DoD officials have recognized the deficiencies in the defense acquisition workforce, but they have been unable to obtain significant funds that are needed to remedy the problem. … Our bill will address this issue by establishing an acquisition workforce development fund to enable the Department of Defense to increase the size and quality of its acquisition workforce.”

Sen. Carl Levin

AT&L Workforce Life-Cycle Model

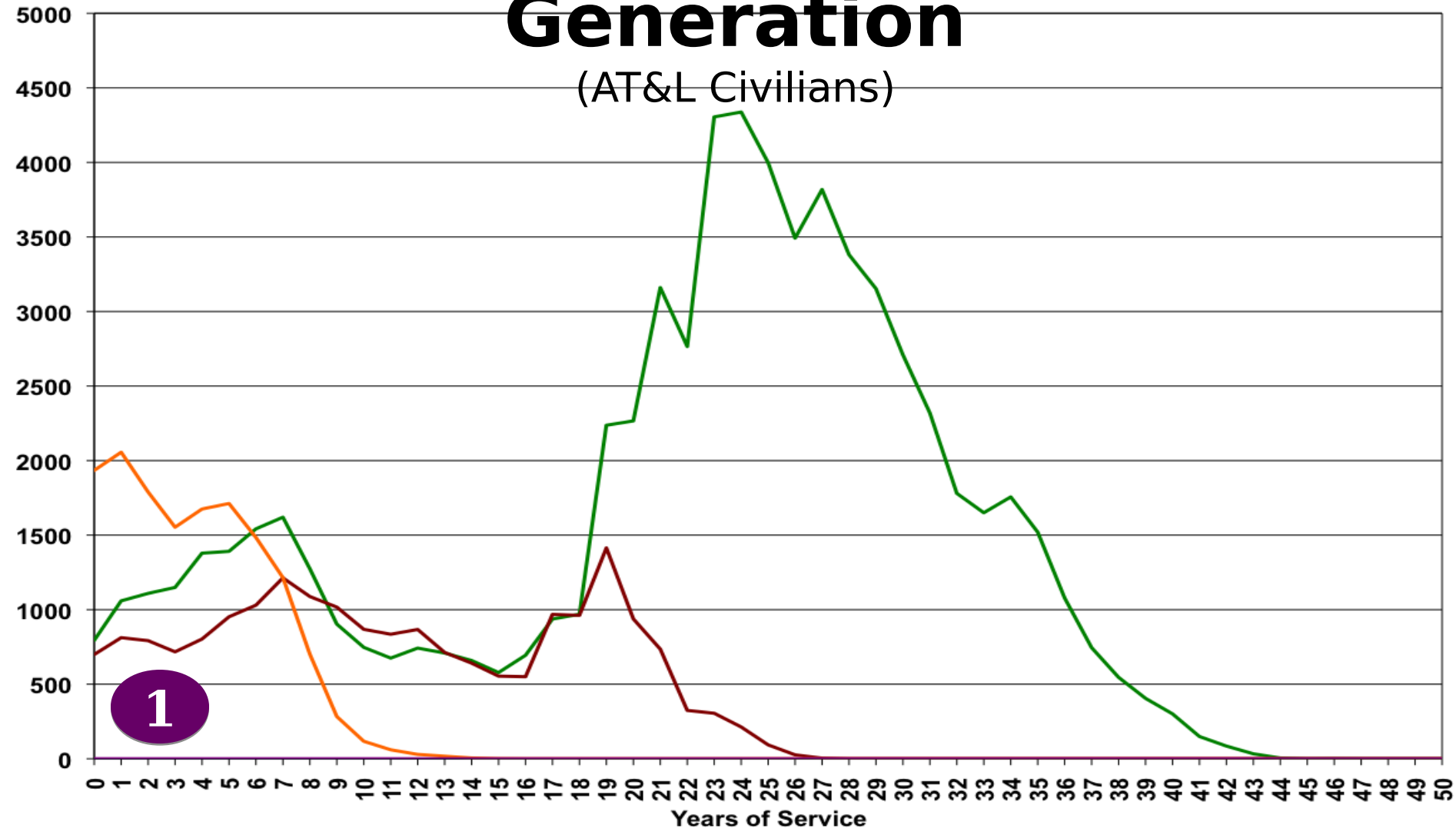
Civilian Years of Service



Note: There are 279 null YOS records (110,655 + 279 null YOS records = 110,934)

Years of Service by Generation

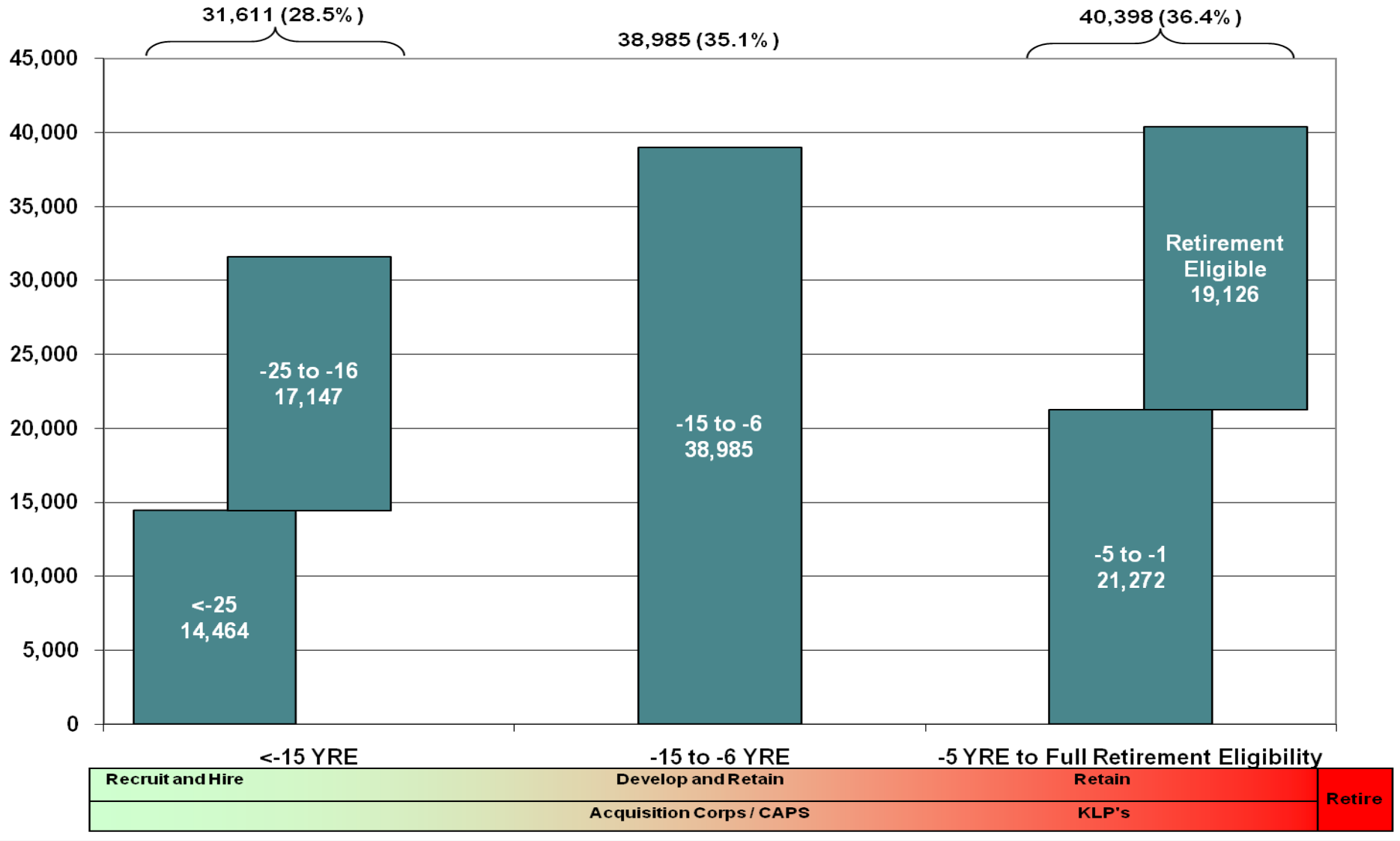
(AT&L Civilians)



(Before 1946) (1946 – 1964) (1965 – 1976) (1977 – 1989) (1990 – Preser

Note: There are 279 records with null for Date of Birth and/or Years of Service

AT&L Workforce Life-Cycle Model



In too many of our acquisitions, program managers and their key functional leaders have insufficient on-the-job experience to manage the complex, multi-billion dollar acquisition programs

Knowledge and Experience

AQS* booklet that lists perhaps 50 tasks that must be performed satisfactorily in order to demonstrate ability to be certified at Level III

*Acquisition Qualification Standa

A robust AQS program, coupled with foundational training, would provide a better-prepared cadre of capable, experienced professionals

DoD Contracting Competency Effort Workforce Assessment

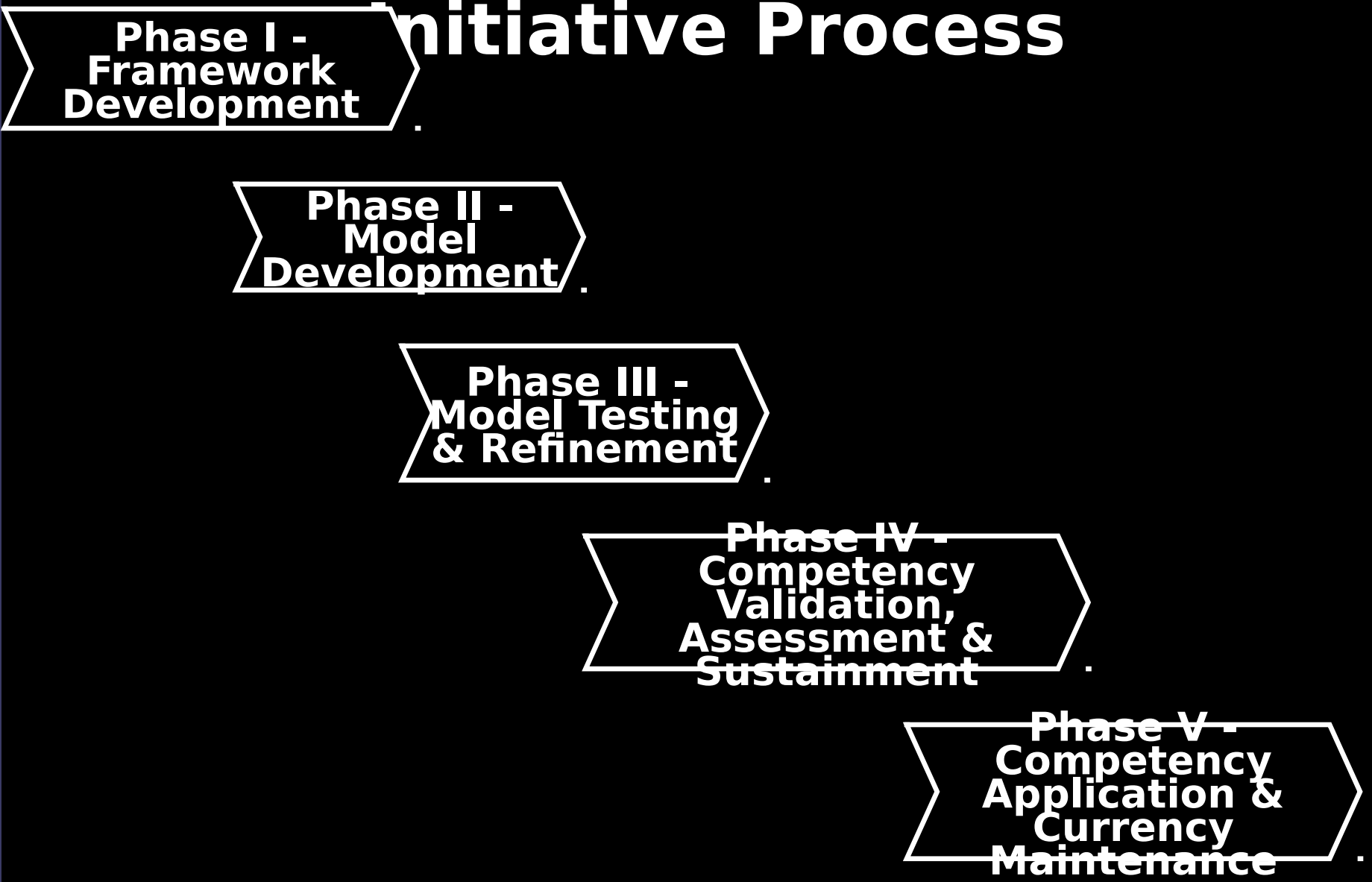
- The Contracting Competency Assessment was completed in
Sep 2008 with a participation rate of over 87% DoD-wide.

Combined Totals	Total Employee Population Targeted	Total Completed Employee Assessments
DOD-Wide	20,573	17,910 (87.1%)
Air Force	5,938	4,859 (81.8%)
Army	5,828	5,054 (86.7%)
Navy	3,982	3,660 (91.9%)
Defense Agencies	4,825	4,337 (89.9%)

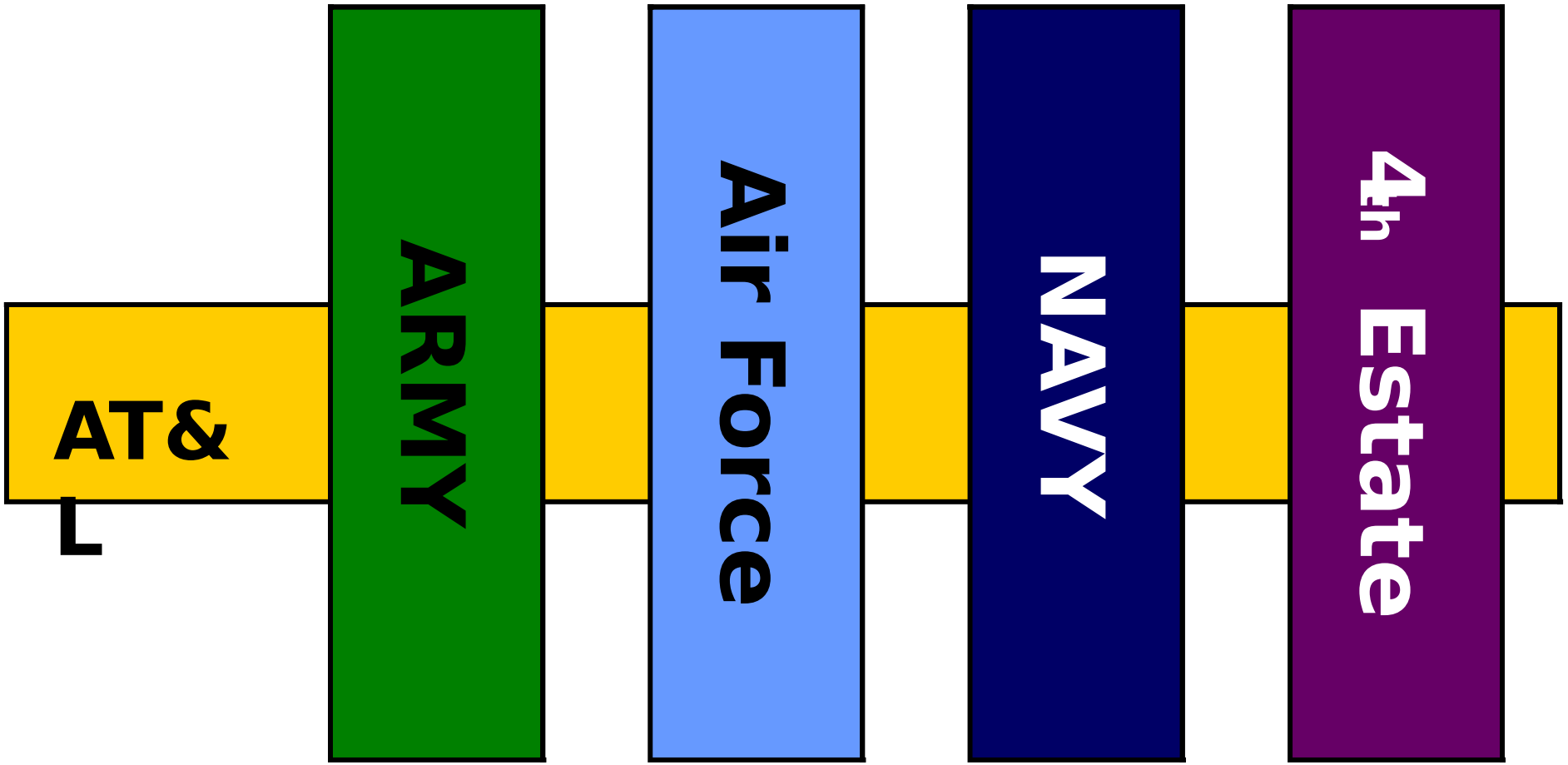
- Community engagement for this assessment was exemplary and this effort has provided a solid baseline for understanding current inventory of skills.

Key enabler to participation rates: Engagement of Senior

AT&L Enterprise Competency Initiative Process


Phase I - Framework Development
Phase II - Model Development
Phase III - Model Testing & Refinement
Phase IV - Competency Validation, Assessment & Sustainment
Phase V - Competency Application & Currency Maintenance

Competency Construct



Vertical and horizontal competency

$156.9M
Recruit & Hire

89 %

Components (100%)

- Interns
- Journeyman
- Highly Qualified Experts
- Rehired annuitants
- Career Acquisition Personnel and Position Management Information System
- Workforce Planning Consulting Services

* As of 2 Apr 2009

Acquisition Workforce Initiatives

$70.5M Train & Develop

7%

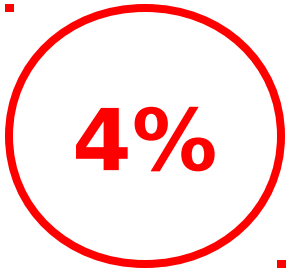
DAU (54%)

- 7,000 - 10,000 classroom seats
- 20,000 - 25,000 web seats
- 340 new class offerings
- 21 new classrooms
- Expanded contingency training

Components (46%)

- Expanded leadership training
- Army Contracting Lab
- Navy Acquisition Bootcamps
- AF Acquisition Fundamentals Course
- Other Service specific acquisition training

*As of 2 Apr 2009



$26.3M
Recognize & Retain

Components (100%)

- **Student Loan Repayment Program**
- **NCO Bachelor Degree Program**
- **Retention Bonuses**
- **Advanced degree programs**
- **Rotational assignments/PCS funding**

* As of 2 Apr 2009

Acquisition workforce strategy to improve acquisition outcomes

Conclusion

- **Deliberate, thoughtful talent management / human capital strategy**
  - **Deployed**
  - **Funded**
  - **Aligned**

Enable Us To

- **Define and refine total force**
  - **Grow, right size, right shape acquisition workforce**
  - **Establish robust recruiting strategy**
  - **Attract and retain high caliber people**

We will win the war for talent!